
Module 2. Partnering and Organization Change

Trainer Manual Guidelines

This manual provides a step-by-step approach to training on *Partnering and Organization Change*. This session is the second in a series of five training modules designed to help local workforce development agencies collaborate to improve customer services. The complete curriculum on *Local Partnership Building* includes:

- Module 1. Transitioning to a WIA One-Stop
- Module 2. Partnering and Organizational Change
- Module 3. Reengineering Your One-Stop
- Module 4. Customer Feedback and Continuous Improvement Under WIA
- Module 5. Developing a Customer Satisfaction and Continuous Improvement System for Your One-Stop

Each module has a series of companion products. In addition to this trainer manual, products developed for Module 2 on *Partnering and Organization Change* include a microdisk of the Microsoft PowerPoint presentation.

The best place to start with this guide is to read it through once. The guide is designed to be easy to understand. Following are points for reading and using the guide.

Sentences typed in ***bold Italics*** are intended to be said by the trainer to the group.

- Sentences with a bullet in front of them are action items that the trainer needs to do.

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Icons on the left-hand side of the guide provide a visual view of the type of activity that is taking place. The Icon Key is provided below.



- Use overhead slide (number). The numbered slides will be in a separate handout.



- Have participants complete exercise.



- Write information on flip chart.



- Use small group work/discussion.



- Use full group discussion.

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Write “Welcome” and your name and phone number on a flip chart at front of room prior to attendees arriving. Also include your e-mail address if you have one.

WELCOME! I’m glad you could be with us today.

- Introduce yourself and give a brief description of your background and qualifications to lead this training module.



- Put on title overhead for Module 2.

This session will cover the material in your Participant Workbook under Module 2. Partnering and Organizational Change.



- Introduce the workshop objectives by saying:

In this session, we will equip the team with teamwork and decision making tools. We will then review how One-Stop partners can get to know each other. We will discuss how increased understanding can change strangers and competitors into trusted partners interested in a common objective: building an effective workforce development system that meets customer needs.



- Put on Overheads 2-2, 2-3 and 2-4
- Review the workshop objectives stated on the overheads.

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These objectives cannot all be accomplished in a single training session. Building familiarity and trust among partners is a process that takes a number of months to complete.

Expect periods of progress toward increased trust and understanding interspersed with periods of suspicion and frustration. It is not easy to meld different agencies' work cultures together.



- Use full group discussion.

Please introduce yourself and state (1) something you think other agencies don't understand about your agency and the way it does business OR (2) something you don't understand about another agency's policies or procedures.



- Record the responses on two flip charts and hang the complete pages around the room to return to throughout the session.

We want to start with a few "team tools" to help our newly formed (or previously established) transition team in their work. After all, we want team members to feel like they are working towards a coordinated effort. First, let's discuss Shared Service Terminology.



- Put on Overhead 2-5
- Read overhead 2-5. Discuss as appropriate.

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- Put on Overhead 2-6

This is another step that you will need to complete when your local team gets together at home, after you have complete your glossaries and your crosswalk of terms.



- Put on Overhead 2-7

In order to learn the techniques involved in mapping partner services, let's take a look at a standardized shared service terminology worksheet developed to teach "service mapping" to local workforce development partners.

- Help attendees to find Activity Worksheets 2-C and 2-D
- Say that these worksheets summarize a generic set of services that are likely to be provided by a number of local One-Stop partners.
- These sheets are designed to complete the first step of service mapping which is to summarize the services offered by each partner for each of the common service elements or service components.
- Refer attendees to Activity Worksheet 2-E, which summarizes the information about each service category across partners. This is a useful reference tool for planning how partners will work together to provide seamless services responsive to each customer need.
- Ask if there are any questions about how to use the service mapping worksheets.

Before you actually conduct a service mapping exercise for your local partnership, we strongly urge you to develop your own shared service terminology that all One-Stop partners have agreed that they can live with...

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- Put on Overhead 2-8
- Explain the activity covered on slide 2-8

As you can see from Module 1 and throughout this training, there is going to be lots of change! How we handle change is going to be a key ingredient for a successful one-stop transition. Let's take a look at understanding the process of change.



- Use full group discussion.

Group Exercise: List Workplace Changes

Let's take a couple of minutes as a group to identify and list some of the changes occurring in your workplace. (These can be past, current, and/or anticipated changes occurring within the entire organization, departmentally, or even within small teams.)



- Keep exercise ideas on FLIP chart.

Examples might include:

- *Merger, acquisition, restructuring*
- *Downsizing layoffs, job surplus*
- *Legislative, new competition, technology changes*



- Use full group discussion.

Let's now also list some of the EMOTIONAL impacts you and your co-workers have experienced.

(Briefly list these without going into much discussion at this point, as you will be referring back to them later in the module.)

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- Write emotional impacts on a flip chart.

Examples might include:

- *Fear, anxiety, stress, apprehension*
- *Anger, disillusionment, confusion*
- *Excitement, relief, reduction in boredom*



- Put on Overhead 2-9

Understanding the process of change

Definition of change

Read from Overhead 2-9, Definition of Change.

“There are many ways of defining change. The Webster’s Encyclopedic Unabridged Dictionary provides several definitions, including:

“to transform or convert (into)”

“to become different, altered or modified”

“to pass gradually into (something new)”

Interestingly, this same dictionary lists the antonyms of change as “remain, permanence”.

However we define change, one thing is certain in today’s organizational environment: **CHANGE IS A FACT OF LIFE!**

For sure, change is the norm in today’s organizations. The increasing complexity of technology, the global marketplace, customer expectations, and vigorous competition all drive continuous and accelerating change in our workplaces. Unfortunately, the “people side” of change is often ignored, misunderstood or mismanaged, resulting in added chaos, low morale, reduced productivity and job burnout!

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This can negatively impact the emotional well being of an organization's human resources (its employees) and the bottom line.

The organization and its employees' chances for successfully managing change depend upon first understanding the change process itself and its emotional impact on people.

- Put on Overhead 2-10

STAGES OF THE CHANGE PROCESS

In his book, Transitions: Making Sense of Life's Changes, William Bridges identifies three stages in the change process: ending, the neutral zone, and beginnings. These three stages are a normal and necessary part of the emotional transition everyone must go through after a change has occurred. Let's look at this, emotional transition, as we better understand each stage of the change process.

STAGE 1: ENDINGS

You may be surprised to consider that change always begins with an ending. Change occurs when something ends and something new or different begins. Endings are often painful and difficult for people, even if the change is a positive one.

We tend to fight and resist change. We also tend to deny or try to ignore that an ending has taken place because it is painful and often something unexpected or even forced upon us by forces out of our control. It is often hard to "let go" and move. Often, we get stuck in this first stage of change if we do not recognize and learn to accept the loss or losses we feel as result of something ending.

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STAGE 2: NEUTRAL ZONE

The second stage is the period of transition between the old and the new, the ending and the beginning. In this “in between” stage, people are faced with moving from the more secure past through a very uncomfortable and poorly defined period in order to get to the future. The task here is to let go of the past but also manage the discomfort of initially not having anything new to grab onto.

There is no exact time frame or secret recipe for moving through this transition period because every change process and every individual is different. Most people can expect to feel increased stress and confusion during this stage. During this stage, we need to use both our internal strengths and coping skills as well as our external resources, such as our support network of family and friends.

STAGE 3: BEGINNINGS

This final stage of the change process marks the start of something new – the new job, the new relationship, the new circumstances. Even though there is usually a clearer understanding of a new direction at this stage, beginnings still feel strange and strained at first. Beginnings are like a new pair of shoes; at first they feel stiff and foreign, but with time they start to feel comfortable and familiar. It takes time to adapt to new things. However, with the increasing energy and refocusing one often feels at this point, new goals and opportunities can now be identified and put into action.

Self-awareness is often the most important step in successfully managing a change process. The following exercise will help you to better identify how workplace changes are affecting you.



- Have participants complete the Activity Worksheet G-- **Personal Change Inventory**. If time permits encourage sharing as deemed appropriate for the group.

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UNDERSTANDING LOSS AS A PART OF THE CHANGE PROCESS

TYPES OF LOSS WHICH OCCUR DURING ORGANIZATION CHANGE

It is relatively easy to understand how change can create stress, however, many people fail to recognize that the issue of loss is just as common and normal a reaction to change as is stress. When a major change occurs within an organization, several types of losses are often experienced, including



- Put on Overhead slide 2-11
- Review Overhead 2-11



Use full group discussion.

Ask the group if they can related to any of these issues and ask them if they can think of other “losses”. Other examples might include:

Sense of humor – loss of the ability to laugh at oneself or others.

Stamina – loss of energy resulting from the adjustment process

This feeling of loss, due to workplace change, can feel a lot like personal loss. Let’s look at the typical stages of grieving experienced during a loss, whether it is a result of the personal or workplace change.

STAGES OF GRIEF AND LOSS

The loss of a job, or even less significant organizational change, usually corresponds to those reactions commonly found among people who are grieving the loss of a loved one. Elisabeth Kubler-Ross, a well-known authority and researcher on the issue of bereavement, has identified five stages people tend to go

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through in dealing with grief and loss: denial, anger, bargaining, depression and acceptance. Employees can experience each of these stages when organizational change occurs.

- Put on Overhead slide 2-12

Remember, the grieving process is just that, a process. Each person moves through this process in his or her own unique way. You might go through these stages in a single day or it could take weeks or months depending upon the size of the change. You should also prepare yourself for the fact that you may experience these stages more than once during a grieving process.

PERSONAL IMPACT OF LOSS

While working through the Ending stage of the change process or going through one of the stages of grief and loss, it is important to keep in mind two things: current and past personal losses. These losses could be divorce/separation, a recent move, death of friend or relative, significant illness or medical condition, etc.

You may have had personal losses, which were similar in the nature, quality, or intensity of a current change, or loss. In this instance, the manner in which those personal losses were dealt with could have a tremendous influence on how you will cope with current losses resulting from organizational change.

It is crucial to acknowledge that each person has a unique style or pattern of dealing with loss because of his or her own individual life experiences, personality and social conditioning. Grieving is a very personal issue. Respecting your own particular reactions, as well as the reactions of those around you, is an important part of everyone successfully moving through the issue of loss.



- Have participants complete exercise.

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It may be helpful for each of you to take a moment or two at this time to think about some of the past “endings” you have experienced. Ask yourself the following questions:

- *What is your typical style or pattern of reacting to an ending or a loss? For example: Do you withdraw from others and try to cope with it alone? Do you ignore your feelings? Do you talk your feelings over with a friend or family member?*
- *What were the main things that helped you through those endings? Also, what did not help you get through those periods?*
- Use full group discussion of above exercise.



MANAGING CHANGE – CONTROL VS. LETTING GO

One of the most difficult aspects of coping with change is letting go of the past and giving up emotional “control” over things you have little or no control over. It is normal to want to have a sense of personal control over your life, but sometimes it is simply not possible. This is often the case during organizational change, since the decisions about the changes within the organization are usually made at the highest management level. Once you have realized that you are having difficulty with the issue of “letting go”, try to identify exactly what you are hanging on to so you can get rid of this unneeded “emotional baggage” as quickly as possible. Remember, it is crucial to move past the Ending stage as soon as you can so that you don’t get stuck with negative and unproductive feelings such as confusion, anger, anxiety and fear.

If you are uncertain about what to let go of, consider this “control vs. letting go formula”. Write down what aspects of your situation you have some control or influence over and then which ones you have little or no control over. You need to focus your energy and actions on those things you have some control over and learn to let go and accept those things you do not. Put your physical and emotional energy into manageable and realistic matters rather than struggling with concerns that get you nowhere but feeling frustrated and overwhelmed.

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- Use small group work/discussion.

First, let's look at the following example and then you can try this exercise yourselves.

EXERCISE: Control VS. Letting Go

CHANGE SITUATION

HAVE CONTROL

DON'T HAVE CONTROL



- Have group keep exercise ideas on FLIP chart.

RECOGNIZING YOUR STRESS SIGNALS

Most experience some levels of elevated stress during an organizational (or personal) change. We will now spend some time helping you understand stress and some of the coping methods you can adopt to effectively deal with stress. Please understand that since the primary focus of today's workshop is not on STRESS, what we will cover will serve as an overview or introduction to this issue.



- Put on Overhead slide 2-13

Each person reacts to stress somewhat uniquely. However, there are some common signs and symptoms to watch out for that usually occur when stress has become excessive.



- Use small group work/discussion.

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Take a few minutes in your groups to discuss some of the common symptoms.

Some answers might be:

EMOTIONAL

IRRITABILITY
RESTLESSNESS
LOW FRUSTRATION TOLERANCE
PANIC OR ANXIOUSNESS
LOW ENERGY/ MOTIVATION

PHYSICAL

MUSCULAR TENSION/ACHES
SLEEP DISTURBANCES
APPETITE/EATING CHANGES
GASTROINTESTINAL PROBLEMS
HIGH BLOOD PRESSURE
TIGHTNESS IN CHEST
RAPID HEART RATE
INCREASED SWEATING

BEHAVIORAL

DIFFICULTY CONCENTRATING/FORGETFULNESS
INDECISIVENESS
STRAINED RELATIONSHIPS
SOCIAL WITHDRAWAL
EXCESSIVE USE OF ALCOHOL/DRUGS
PROCRASTINATION
INCREASED ERRORS/MISSED DEADLINES.

STRESS is only one possible cause of these symptoms. Medical problems can cause similar difficulties so it may be a good idea to consult your physician if you consistently experience some of these symptoms. It is a good idea to become aware of your individual response to stress so you will be able to recognize signs of stress as soon as possible, and take positive action.



- Put on Overhead slide 2-14

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STRATEGIES FOR REDUCING & MANAGING STRESS

1) SELF-AWARENESS AND SELF-MONITORING

As previously mentioned, the first step to managing stress is developing awareness of the things that make you feel stressed and of the way you feel when you are under excessive stress. In our first exercise, we listed some of the changes occurring at work and the resulting emotional impact of these changes. This is one example of how you can increase your self-awareness.

You will want to continue with this type of self-inventory on a regular basis so that you will become more conscious of the current and anticipated changes that cause you to feel stressed. Also, paying closer attention to your body for the signs of stress will help alert you to taking some positive action toward reducing these reactions when they become excessive. This is called “self-monitoring”. Keeping a log or journal is one excellent way to monitor your stressors and how you are coping with them.

2) INVENTORY OF PERSONAL STRENGTHS & SUPPORT NETWORK

A realistic understanding of your personal strengths is also crucial to managing stress. A positive attitude and healthy self-esteem are key elements of stress management. Most people tend to underestimate their strengths and are overly self-critical. Learn to focus on how you’ve “survived” the various stressful situations in your life and what aspects of your personality helped you then. These are the coping skills you need to utilize now and in the future.

Involvement with family, friends, coworkers, and others increases one’s sense of being a part of a larger whole and decreases isolation. Selecting those people who are supportive and understanding can comfort and encourage you when you are going through a stressful period in your life. Take an inventory of who is in your support network and call on them for support when needed!

3) POSITIVE SELF-TALK

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You may not be aware of how the “power of thinking” impacts the level of stress in your life. We are constantly giving ourselves messages, both positive and negative, through “self-talk”. Sometimes, we are not even aware of these internal messages until we stop and think about them. If your self-esteem is low or if you are overly critical of your imperfections, you are more likely to be giving yourself harmful, negative messages about your ability to cope with stressful situations you face. The result of this pattern of thinking is allowing stress to control you by not taking positive steps to reduce and/or manage it.

On the other hand, if you practice maintaining a positive attitude about yourself, you can learn to develop a pattern of “positive self-talk”. This tool will help you look at a stressful situation in a realistic and healthy way, thereby reducing your stress level and increasing your options in dealing with your situation effectively.

(Give an example of a negative vs. positive self-talk message, such as: NEGATIVE: “I’ll fail at this new job assignment” vs. POSITIVE: “I’ll do the best job possible to learn my new job assignment and I realize it’ll take some time to become comfortable and skilled at it”).

4) COPING WITH COWORKERS DURING CHANGE

You can’t help being affected by your coworkers during workplace change. There can be increased interpersonal tension or even conflict when changes occur at work. This is because each one of us deals with the stress and loss created by change in somewhat different ways. Some people have more effective responses to change than others do. Some people are also under additional personal stress, which makes it that much more difficult for them to effectively cope with workplace changes. Just by keeping these points in mind you will be better able to cope with your coworkers and their unique reactions to change with understanding and objectivity.

You may find that you are working around an individual or group of people who are stuck in a negative or angry stage. In these instances, it is best to remain focused upon your plan

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of action in dealing with the changes rather than allowing yourself to get sidetracked on their negative energy. You may need to utilize some assertive communication techniques when interacting with them.

It is important not to “over-personalize” their actions and works and become defensive. Remain calm, objective and set limits with others if their behaviors are interfering with your ability to stay focused on your work and your healthy attitude. Remember, you are in charge of what you think and how you act!



- Have participants ROLE-PLAY

5) RELAXATION TECHNIQUES

Stress can be successfully managed especially when it is balanced with relaxation. You can learn to break the negative cycle of stress by learning and regularly using relaxation techniques. Most of these techniques are simple and do not take a lot of time. They are most effective when practiced on a consistent basis as a part of your everyday life. A number of books and audiocassette tapes are available through your public library or local bookstore to help you master these skills. One such book, entitled The Relaxation Response by Herbert Benson, M.D. promotes the use of a breathing exercise in a quiet setting to relax your body and release stressful thoughts.

Other resources can help you learn progressive muscle relaxation exercises or meditation/visualization techniques. Sometimes just taking a “relaxation break” from your hectic schedule to listen to some soothing music or be alone is enough to calm your body and mind.



- Put on Overhead slide 2-15

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6) WELLNESS & LIFESTYLE CHOICES

Developing a healthy lifestyle can help you become a successful “stress manager”. People who are in good physical health can handle stress more easily than those who are not. Making healthy choices about your lifestyle is a proactive stress management tool since it can actually prevent negative stress reactions by preparing your body to ward off harmful stress in the same way positive self-talk does from a mental standpoint.

A healthy lifestyle – eating well, regular exercise, and rest – can reduce your chances of developing a stress-related illness. Eating a balanced, nutritionally sound diet is the key to maintaining a desirable weight and healthy body. Participating in a regular exercise program, which includes some sort of aerobic activity, not only helps reduce body tension but also helps your body stay energized and able to function better during stressful times. And finally, getting enough sleep and periods of rest helps refresh your body and mind in order to handle the stresses of daily life, especially when going through periods of changes.

Remember, you have the choice (and responsibility!) to take care of yourself.

7) KEEPING THINGS IN PERSPECTIVE

Maintaining a manageable level of stress can be challenging. However, if you utilize the stress tools described, you will be able to develop the psychological flexibility and healthy perspective necessary to manage the stress of change.

One additional stress tool is that of the ability to use a healthy sense of humor when things feel overwhelming. Sometimes, sharing a big laugh with a friend or coworker can help you take a couple of steps back and see “the big picture”.

8) KNOWING WHEN TO SEEK HELP

Sometimes, even if you’re trying all of the coping strategies suggested, you may feel stuck. Don’t give up. And don’t try to “just live with it”. Depression, anxiety, and physical

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symptoms are fairly common, but treatable, reactions to life changes. It is healthy and advisable to seek out professional help if any of the following happens:

You feel “down in the dumps” or anxious all of the time. Your stress is having a negative impact on your relationships or job.

You find yourself turning to alcohol or other drugs to get some sleep or to relax.

You have physical symptoms that don’t seem to go away. (Be sure to consult with your doctor first.)

You feel you may be burning out your social support network.

You feel confused and stuck and need a fresh perspective.

You have trouble coping day to day.

Others tell you they are concerned about you.

You feel unable to utilize the suggestions given in this seminar.

9) A PLAN OF ACTION TO COPE WITH CHANGE

The most important aspect of developing a plan of action to successfully manage change is making the personal commitment to yourself that you will take responsibility for how you choose to react to change. These means consciously deciding to avoid getting stuck in either the Ending or Neutral Zone stages. It also means that you understand and accept the fact that you will need to work through all of the emotions and tasks associated with each stage of the change process in order to successfully manage the change.

The following steps can be helpful strategies toward developing a specific plan that will help prepare you for your journey through change.

- *Review your list of current and anticipated changes, including workplace and personal changes. Which one(s) concerns you the most?*

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- *Identify and acknowledge your emotions and reactions to these changes. Accept where you are in the change process, and then resolve to move on. What tools can you use to help you move forward?*
- *Examine your attitude. Work toward dealing with the reality of your situation in a realistic and positive fashion. Let go of your old expectations. Have a talk with yourself or enlist the help of someone else.*
- *Take care of your self. Practice a healthy lifestyle and make your own mental and physical health come first!*
- *Set both short and long range goals that are manageable and realistic. Identify what the “worst case scenario” is as well as your “ideal outcome”. Then strive to reach a spot somewhere in between, allowing yourself flexibility along the way to alter and revise these goals.*
- *Focus your energy on the things you have some control over rather than upon those you do not. Take action on the “have control” issues and let go of the “don’t have control” aspects of your situation.*
- *Continue to monitor what stage you are in and your forward steps. Reward yourself for any progress. Seek help if you realize you’re stuck.*

10) CONCLUSION

Change is a fact of life. Workplace change is going to occur more and more frequently and rapidly in today’s world. You can’t stop it or avoid it, but you can learn to effectively manage change in your life. Knowing yourself and your reactions to change and stress is crucial. Then, being knowledgeable about specific coping tools and using them enhance your ability to survive the process of change and arrive at a new beginning with a positive attitude.

CHARTERING A TRANSITION TEAM

We are now ready to discuss chartering a transition team to take on the task of participating in the training modules 2-5 and to implement all the associated activities.

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The transition team may consist of the same members as the team that is currently around your partnership table.

On the other hand, you may want to designate specific team members for the upcoming modules and you may want to expand the team to include new partners not currently included in your partnership.



- Put on overhead 2-16

- Go over overhead 2-16



- Put on overhead 2-17

Now that we know the process for continuous improvement, we must learn how to choose what process to improve. Many organizations use the criteria outlined on this overhead.

- Review the criteria from Overhead 2-17



- Put on overhead 2-18

It is important to establish teams that will be able to work together well to complete their tasks. Teams must be composed of a variety of individuals that collectively bring the skills and knowledge that the team needs.

- Review the criteria to use to select well-balanced and representative teams on

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Overhead 2-18



- Put on overhead 2-19
- . Review the criteria continued on this overhead



- Put on overhead 2-20
- Review the instructions for this activity.
- Have individuals work with the members of their local One-Stop partnership.



- Put on overhead 2-21

This is the worksheet that you will be using to complete this activity.

- Set the timer for 5 minutes.
- Once the time has elapsed, have each team describe their teams to the large group.
- Compare the suggested membership of the teams against the criteria for establishing team members.

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- Put on overhead 2-22

- Point out the various ways to notify selected members. Point out that various parties can extend the invitation, but—to be effective—members should be **asked** and not **told** to be a member.



- Put on overhead 2-23



- Review the approaches described on the overhead. Ask:

Do you think these would be effective approaches?

- Ask how the One-Stop systems represented in the room have notified potential members of their continuous improvement teams. Ask if it proved to be an effective approach. If not, what might have helped to make it more effective?



- Put on overhead 2-24

Going through a chartering process for this transition team has several benefits: It establishes clear authority for the team and its members and it helps to define the work of the teams and enables them to begin their work more quickly.



- Put on overhead 2-25

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- Review the instructions for this activity.
- Focus the work around the job referral process.
- Put on overhead 2-26

*The **TEAM TOPIC TITLE** should represent the general topic of the work to be done.*

*The **OBJECTIVE** of the team should describe in general what the team is expected to accomplish. An example would be: “to develop a process to provide quick, relevant job referrals that meets the needs of employers and job applicants.”*

***EXPECTATIONS** would include specific deliverables for the team to complete. Examples might include: a basic flow chart of the process, the identification of customer requirements and standards for both job applicants and employers, the identification of methods to streamline the process, new staff orientation of the process, and staff training on any new methods that are tested, implemented, and standardized.*

***GUIDELINES** may include any federal, state, or local laws, regulations, or policies, and benchmark information from outside the organization.*

***BOUNDARIES** of authority express the authority of the team to make decisions, make recommendations, or provide basic input.*

***RESOURCES AVAILABLE** that are specified in a team charter may include human or financial resources, equipment,*

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books/materials or supplies, or time to be specifically applied to the designated task.

***SKILLS REQUIRED** may include the designation of a person or persons to be the leader or facilitator of the team, assistance of a process owner, or additional training that will be available to the team.*



- Put on overhead 2-27
- Review each point on slide 2-27
- Stress that these parameters will be defined by the chartering group or person.



- Put on overhead 2-28
- Review each point of the overhead 2-28
- Emphasize that these parameters are specified by the team members.



- Put on overhead 2-29
- Refer participants to Activity Worksheet 2-J
- Review instructions for this activity.

First we need to determine membership of the transition team.

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- Put on overhead 2-30

- Go over points on slide 2-30 and provide examples of each influence of each influence on effective team work.



- Put on overhead 2-31

This is the picture of a team you and I might want to be part of.

- Read and comment on slide 2-31.



- Put on overhead 2-32

END